VETERAN IRONMASTER WROUGHT MARVELS IN PUBLIC BENEFACTIONS

Humanity Has Lost a Benefactor, Declares Steel Man's

W. Perkins Calls Pioneer -Clews Praises Career.

"The world has lost a great man and a great benefactor to humanity," was comment of Charles M. Schwab, chairman of the Bethlehem Steel Corporation, when informed yesterday at his country home at Loretta, Pa., of the death of Mr. Carnegia. Mr. Schwab left at once for New York and last night was n a train due here this morning.

"It would be difficult for me to find words to express my love and admiration for Mr. Carnegie, my friend, my partner and associate for forty years." said Mr. Schwab.

"He was the greatest man I ever knew and he had a heart so filled with tender sentiment, especially with refer-ence to his associates, as to make him beloved as well as admired by all those who came into business or social contact

"I am deeply grieved to hear of Mr. Carnegie's death. He was a great American, belonging to that class which after the war of 1865 was quick to appreciate that we had a united country and a

"He grasped the new machinery which mental energy into developing our country. When his active business career so well closed, with the same energy he gave a large percentage of his wealth to movements that he believed would help the

one of the greatest characters the world has ever known. In these days of labor unrest his career offers a fitting example of what can be accomplished by one commencing in the lowest station of life, when he possesses the necessary qualifications for rising and makes the most of his opportunities.

"Viewed from almost any standpoint, it seems almost incredible that any one should have been able to start at the lowest runs of the ladder that any one of the ladder that the ladder that any one of the ladder that any one of the ladder that any one of the ladder that has gentus was seeded in heredity. "They often said," he once remarked, "that I do not know a lineage which I prefer to that of a library founding ware."

Carnegie left three neature and Mr. Carnes of success.

He himself believed that his gentus was seeded in heredity. "They often said," he once remarked, "that I do not know a lineage which I prefer to that of a library founding ware."

Wilson a supreme ability to organize the measure of success that was to be their ultimate lot, and while the son of one and the daughter of the effort of other men were his touch-stones of success.

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"the touch-standard was seeded in heredity.

"the tou

should have been able to start at the lowest rung of the ladder as a messenger boy and work himself up through various grades until finally he became the beautiful Berkshires, it was said that greatest manufacturer that the universe he did so because of the resemblance of the father had pooled his books the surrounding country to that around the superintendent at \$35 a month, missioned to make by the merchants of the town. Mr. Carnegie was soon deep in his superior's confidence. So deep in fact quoted was prompted by the discovery that his father had pooled his books for investment. He told him where he has ever seen. The name of Andrew the surroundin Carnegie will last for many ages to come, not only, however, as the foremost fron merchant, but for his great works of philanthropy for the benefit of man-kind. Mr. Carnegie not only was a great money maker, but he was also a

great spender, in the right direction.
"Perhaps no one will ever know
total sum bestowed for benefactions, that they equalled fully \$350,000,000 is merally recognized, nor will it be nown until his will is filed what part of a vast fortune he retained at the time of his death, but in all probability this will also approach close to \$250,000,000 arge portion of which no doubt will to charity. Mr. Carnegie's life was well rounded out one, and it is safe to say that he made every one of his nearly sighty-four years count to the utmost." "Mr. Carnegle had extraordinary qual-

ities which made him a notable figure on both sides of the Atlantic," declared Thomas W. Lamont of J. P. Morgan & Co. "He first achieved a great sucshared liberally with his capable lieu-tenants, and then devoted his fortune and his energy to the causes of education and peace. His libraries spread over the English-speaking world; his Foundation for the Advancement of Teaching and his aid to the causes of His libraries spread and Pan-Americanism were wise

By Best Friend, Says Bertram,

in 1911 with a capital of \$225,000,000 to perpetuate all of Mr. Carnegie's educanal benefactions, was born twelve iles from Dunfermline, the little Scotch which was Mr. Carnegie's birth Carnegle before becoming connected with

said Mr. Bertram yesterday.

have no effect ppon the Carnegie Foun-dation's future or upon cimilar philan-thropies established by him. Mr. Root nt the news of Mr. Carnegie's death

to his father, who is at his summer home at Clinton, N. Y.

A recapitulation was made recently of the world and Carnegie was prepared in the world and Carnegie was prepared i

ther with the leading unipresidents of most of the leading uni-versities of the country, served on the original board of trustees. The original inea contemplated free gifts to teachers. This was modified and later, aban-

CARNEGIE GREATEST | ANDREW CARNEGIE I KNEW-SCHWAB DIES OF PNEUMONIA

Continued from First Page.

Partner.

OTHERS PAY TRIBUTES

"A Great American," George

W. Perking Calls Piones.

aniums because of their pungent odors.
One of these flowers was his daily choice for wear in the lapel of his coat.
In the summers of 1917 and 1918 he did much fishing. He had a power craft built to make these excursions comfortable. He was on the water for the last time last Thursday. He passed the afternoon under the shadow of a group of pines near the shore trying for black bass.

bass.

Before his last illness Mr. Carnegie played much of what is known as "clock golf." For a long time he had been accompanied to the links only by an attendant. He used always the club he bought from Tom Morris, whom he once called "the greatest man in the world." Prior to this summer he war an active golfer, playing nearly every morning in

Never Discussed Armistice. The war has long been tgnored as a subject of conversation in the Carnegie household. So far as is known, no one ever discussed the signing of the ar-mistice with him or the developments of

the peace negotiations.

The funeral service will take place Thursday morning, probably at 11 o'clock. The Rev. Benson N. Wyman. ociock. The Rev. Benson N. Wyman, pastor of the Lenox Congregational Church, where Mr. and Mrs. Carnegie had a pew, and the Rev. Dr. William Pierson Merrill, pastor of the Brick Presbyterian Church, where the Carnegies attended services in New York, will officiate.

"Mr. Carnegie possessed the faculty of inspiring others to unusual efforts in a greater measure than any man I ever knew and he always won by expressions of appreciation rather than by criticism.

"The world has lost a great man and a great benefactor to humanity and I have lost a friend greater than whom no man ever had."

Other details had not been arranged last night. It was the opinion at Shadow Brook that that the body will be taken on a special funeral train on Thursday afternoon to Sleepy Hollow Cemetery at Tarrytown, where there is a Carnegie burial plot. The New York house will not be opened by Mrs. Carnegie, it was said.

According to members of his house. Other details had not been arranged

no man ever had."

Tributes to Mr. Carnegie's spirit of philanthropy and his energy came from many of his former associates yesterday upon the receipt of news of his death. George W. Perkins, chairman of the finance committee of the Carnegie Foundation, said:

Said.

According to members of his household, the ironmaster had hoped to go to Skibo Castle for this summer. He changed his plans and went to Lenox when he learned that it would be impossible to take the servants who had been with him long and whose presence was necessary to his committee. with him long and whose presence was necessary to his comfort. Restrictions of the Government limited him to taking one automobile and one chauffeur.

The only social event Mr. Carnegie at-tended during the last year was the marriage of his daughter to Ensign Miller, April 23 last. The wedding took place in the Fifth avenue house. There and with them threw all his great tal energy into developing our coun-

ments that he believed would help the people.

"One of the last talks I had with him was about profit sharing. He was most enthusiastic in his commendation of the Steel Corporation's profit sharing plans, and expressed the belief that the principle of profit sharing was destined to be a great factor in solving the existing problems between capital and labor."

The bridegroom was the son of a former president of the Chicago, Milanc real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and written books of solid worth and real charm. He was a ready speaker and stream the was a ready speaker and stream the had no mean gentus for expression. He had written books of solid worth and real charm. He was a ready speaker and writer for all the grind of his early years.

And it was a grind. From the mean gentus for expression. He had no mean gentus for expression. He had no mean gentus for expression. He had written books of solid worth and writer for all the grind principal for any expression. He had written books of solid worth any expression and the had written books of solid worth any expression

The redible Career, Says Clews.

James B. Clews of Henry Clews & Co., ankers, said:

"The death of Mr. Carnegle removes need the measure of success that was to be as ever known. In these days of labor their ultimate lot, and while the son sever ground any one harder than he was willing to and did grind himself. Work, readiness to selze opportunity, daring when opportunity came, and a supreme ability to organize the effort of other men were his touchness of success that was to be as ever known. In these days of labor their ultimate lot, and while the son severe ground any one harder than he was willing to and did grind himself. Work, readiness to selze opportunity, daring when opportunity came, and a supreme ability to organize the effort of other men were his touchness of success.

He himself believed that his genius

Carnegie is dead. A little, red nosed weaver's bairn of Dunfermiline has ceased to be a prince of the world. A ceased to be a prince of the world. A family council at which it was decided thin shanked immigrant boy of eleven thin shanked immigrant boy of eleven thin shanked immigrant boy of eleven the state of the same and as one who has never were worth and emigrate to Allegheny made a dollar by gambling in stocks and who would as soon make it that way and who would as soon who had the counciles.

"It will be a good of for this country when the stock gambl water gemmed. The starveling bobbin poy whose every daylight hour meant toil n in a grimy, huraming cotton factory, it spelt better things for the two boys, lies a dead Lord Rector, a lord rector Andrew and Thomas. Andrew was 11 who for thirty years has ministered not to the elegancies of the leisured few. His chancelry dispensed its treasure and garnered new amid the drab ways of toll. Upon his wires of gold he sent the imaginative spark to where in dark places it might inspire to brighter things places it might inspire to brighter things, was little short of child flavery. He might divert with the gleam of romance got a job as bobbin boy in the cotton the mind and heart oppressed, fainting, factory where his father had found work.

"He was my best friend. I saw him for the last time a few months ago, and, in spite of his age, I had no idea the end was so near."

Elihu Root, Jr., said Mr. Carnegle was a citizen of New York and that his will doubtless will be probated here. He intimated that Mr. Carnegle's death would have no effect poon the Carnegle Soundard here. He intimated that Mr. Carnegle's death would have no effect poon the Carnegle Soundard here. He intimated that Mr. Carnegle's death would have no effect poon the Carnegle Soundard here. He intimated that Mr. Carnegle's death would not last; I should some day get into a better position. Besides this, I felt my-self no longer a boy but quite 'a little man,' and this made me happy."

When the change came Carnegle selzed it, though it seemed at first to be sut of the frying pan into the fire. It is not last; I should some day get into a settle position. Besides this, I felt my-self no longer a boy but quite 'a little man,' and this made me happy."

When the change came Carnegle selzed it, though it seemed at first to be sut of the frying pan into the fire. It is not last; I should some day get into a sell that this would not. It is that inclast; I should some day get into a sell that this would not last; I should some day get into a sell that this would not last; I should some day get into a sell that this would not last; I should some day get into a sell that this would not last; I should some day get into a sell that this would not last; I should some his vast plans and his mighty battalions drawn, marshailed, munitioned—those who had fought him knew how terribly which and turned to altruism. Steel ruled the world and Carnegie was preparing to rule steel—all steel. It makes paring to rule steel—all steel, it makes to fire the being a might have been expected.

Just before he was 18 a "kind old Scots—for the factory where the bobbins were made. His duties, not yet 13, were to fire the boiler and run was laid in the fortunes of the first tion to the United States. He expressed sleeping cars and the Woodruff Sleeping it as the feeling a man has for his day on a train." Carnegie says, dress before the Worshipful Company of "a nice, farmer looking gentleman came." It stand before you as a representa-

the schools and private universities of the United States, Canada and New-Zoundland.

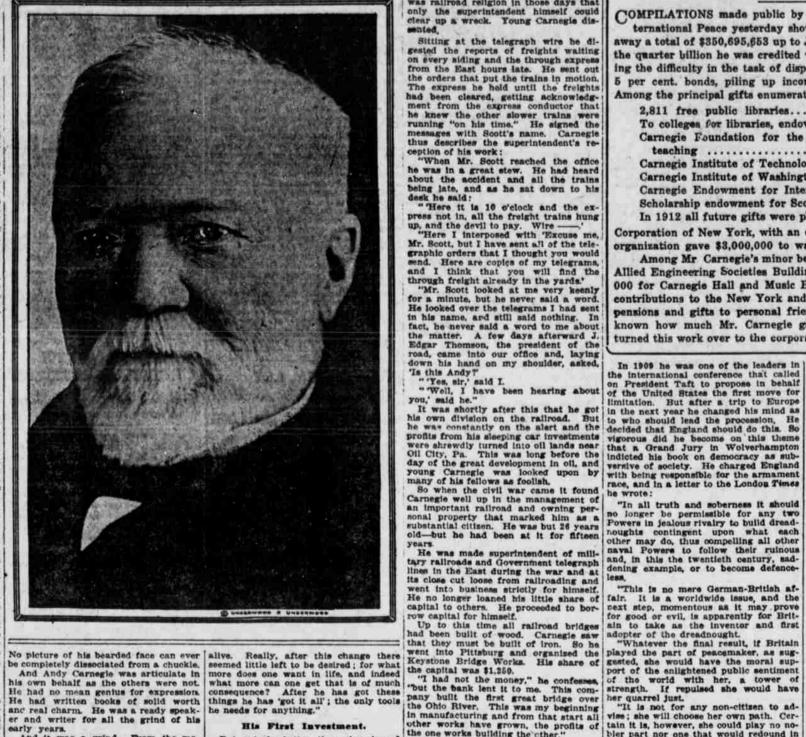
An endowness and pensions amounting to the schools and private universities of the age of mechanical development and all its traits, Carnegie will be a consultant. of the first great datasets great gr An endowment of \$10,000,000 was "monuments more enduring than brass."

An endowment of \$10,000,000 was added to enlarge less, on that great change to the ideal of power.

Its scope so as to include state universities. Another gift of \$1,250,000.

Of the three great financial figures which the age produced in America, More deducational inquiry for research into methods of teaching and the study of methods of teaching and the study of possessed most of those human traits graph messenger in Pittaburg at the age of all the strongest appeal. Men thusiasm, thus:

Andrew Carnegie, the Famous Ironmaster



Morris and William C. Carnegle of New York, and a niece, Mrs. Ricketson of Boston.

At the time that Mr. Carnegle pur-At the time that Mr. Carnegle pur-

HAD AN EPIC CAREER

When he was 10 came the tragedy out of which by a strange double paradox rose his own greatness. Machine weaving was introduced into Scotland. Annual ing was introduced into Scotland. Annual ing was introduced into Scotland. Annual in the second into Scotland in the second into Scotland in the second into Scotland. Annual interest in the second into Scotland in the second in the second into Scotland in the second in the second into Scotland in the second in the second

that it meant nothing but sorrow for them, but because they were convit spelt better things for the two when the little family came to All

Worked From Dark to Dark.

At 11 he was thrust into the factory system of those days, which he admitted, the mind and heart oppressed, fainting, beneath the stress of man's age-old batter with the Carregie won ruthlessly to triumph for tablished of communications of his country in civil war. The small merchant, venturing on borrowed capital amid the dawntown to him serior the with him for him for him for him for him for him for and, in the end with him for him for and, in the end gle was placed was placed with the mind and heart oppressed, fainting, beneath the stress of man's age-old batter of his bosom came frail and fragile into the with of him serior.

The small merchant, venturing on borrowed capital amid the dawnton and of steel stopper just short of dominance in all the world's material or and of steel stopper just short of dominance in all the world's material or and of steel stopper just short of dominance in all the world's material only being allowed at noon—was a torribin the end wed and made him happy.

Renounces Power, Tarns Altreist, sile was him of the carregie was him of heart oppressed, fainting, factory where his father had found work, beneath the stress of man's age-old batter of world work in white his carny, young Scotch head.

The carregie won ruthlessly to triumph for himself.

He went to work before daylight and to lide until after dark. But even then he said there was a hint of the ideal in his canny, young Scotch head.

"For a lad of 13," he has written it, to rise and breakfast every morning, and carregie learned the leason of organisative was not only charged with responsibility for his section of line, buts with all the world with him the easy of the say of the server then he streets and find his way the special carry where his father had found work in the cotton in world world world world will after dark. But even the head of the has well will after dark. But even the head of 13, he has writed it. Was while working as clerk to the did not own a private car until within the world world was bought the didner of himself.

Was bought the didner, and the didner of himself. Was while worki

Carnegia a care.

wood; but the responsibility of keeping the water right and of running the en-gine and the danger of my making a mistake and blowing the whole fac-

he needs for anything."

His First Investment.

But nobody better than the shrewd Andy realized that it took energy to consolidate this "all." He was a new boy in Pittsburg and his first job was to become a perfect messenger by getting to heart the names of every business firm up and down Wood street.

Then he set out to become a telegrapher. Sitting in when he could he was soon a substitute operator and then a regular one. Apparently he was a good one for he was chosen to run the first private wire for the Pennsylvania Railroad, just completed. W. A Scott, the road's superintendent, had observed his operating. At this time Carnegie was getting \$25 a month and he considered it

magazines that interested him—and his interest was well nigh universal. How as by playing cards, bridge whist and Novertheless that first purchase of stock was made with borrowed money. His family by this time had built and paid for a little home, worth about \$500, When Andrew came home and told of the opportunity to buy the stock the family decided that an opportunity to invest with the help of his superior in the railroad, help which Scott had promised if Carnegie could not raise the money, was too good to be neglected, irrespective of the actual merit of the imprinted his number of the superior in the railroad, help which Scott had promised if Carnegie could not raise the money, was too good to be neglected, irrespective of the actual merit of the

"One day on a train." Carnegie says, dress before the win he said: "I stand before you as a representative of both the old and the new, being the onductor had told the inventor, woodruff, that Carnegie was connected with the railroad. He was immediately impressed with the practicability of the idea and arranged for Woodruff to meet him in Altoona the next day. There

road division superintendent. He got there by a typical display of nerve. One day the superintendent was late coming to his office and _ wreck on the single track line had tied traffic in knots. It was railroad religion in those days that only the superintendent himself could clear up a wreck. Young Carnegie dis-

Sitting at the telegraph wire he di-gested the reports of freights waiting on every siding and the through express from the East hours late. He sent out the orders that put the trains in motion. The express he held until the freights

the orders that put the trains in motion. The express he held until the freights had been cleared, getting acknowledgment from the express conductor that he knew the other slower trains were running "on his time." He signed the messages with Scott's name. Carnegie thus describes the superintendent's reception of his work:

"When Mr. Scott reached the office he was in a great stew. He had heard about the accident and all the trains being late, and as he sat down to his deak he said:

"Here it is 10 o'clock and the express not in, all the freight trains hung up, and the devil to pay. Wire——,"
"Here I interposed with 'Excuse me, Mr. Scott, but I have sent all of the telegraphic orders that I thought you would send. Here are copies of my telegrams, and I think that you will find the through freight already in the yards."
"Mr. Scott looked at me very keenly for a minute, but he never said a word. He looked over the telegrams I had sent in his name, and still said nothing. In fact, he never said a word to me about the matter. A few days afterward J. Edgar Thomson, the president of the road, came into our office and, laying down his hand on my shoulder, asked, "Is this Andy?"

"Yes, sir,' said I. Is this Andy?"

"Yes, sir, said I.
"Well, I have been hearing about you, said he."

It was shortly after this that he got s own division on the railroad. But was constantly on the alert and the he was constantly on the alert and the profits from his sleeping car investments were shrewdly turned into oil lands near Oil City, Pa. This was long before the day of the great development in oil, and young Carnegle was looked upon by many of his fellows as foolish.

So when the civil war came it found Carnegle well up in the management of an important railroad and owning personal property that marked him as a substantial citizen. He was but 26 years old—but he had been at it for fifteen years.

ing in Washington, and much more for other buildings for the International

days, never do any work themselves days, never do any work themselves worth speaking about; their point is to make others work while they think. I applied this lesson in after life, so that business with me has never been as chance afforded. And despite this he was devoted to the noises of the Scottish pipes. It was Scottish pipes that furnished the music at his daughter, are in the lovely palace at Fifth averaging in the "golden horsemuch their daughter."

\$350,695,653 Is Last Total Given of Ironmaster's Many Benefactions

COMPILATIONS made public by the Carnegie Endowment for International Peace yesterday showed that the ironmaster had given tway a total of \$350,695,653 up to June 1, 1918. This was more than the quarter billion he was credited with upon his retirement, illustrating the difficulty in the task of disposing of such a sum, the bulk of it 5 per cent. bonds, piling up income at the rate of \$50 a minute. Among the principal gifts enumerated are the following:

2,811 free public libraries.....\$60,364,808 To colleges for libraries, endowments, &c..... 20,383,010 Carnegie Foundation for the Advancement of teaching 29,250,000

Carnegie Institute of Technology, Pittsburg. ... 26,719,380 Carnegie Institute of Washington 22,800,000 Carnegie Endowment for International Peace. . 10,000,000 Scholarship endowment for Scotch universities. . 10,000,000

Corporation of New York, with an endowment of \$125,000,000. This organization gave \$3,000,000 to war relief work since 1914.

Among Mr Carnegie's minor benefactions were \$2,000,000 for the Allied Engineering Societies Building in Forty-fourth street, \$2,000,-

In 1909 he was one of the leaders in the international conference that called carnegie Bros. & Co. That company on President Taft to propose in behalf of the United States the first move for limitation. But after a trip to Europe in the next year he changed his mind as to who should lead the procession. He decided that England should do this. So the company had paid dividends varying from 28 to 69 per cent. and Carnegie's to who should lead the procession. He decided that England should do this. So vigorous did he become on this theme that a Grand Jury in Wolverhampton indicted his book on democracy as subversive of society. He charged England with being responsible for the armament race, and in a letter to the London Times he wrete.

"In all truth and soberness it should no longer be permissible for any two Powers in jealous rivalry to build dreadnoughts contingent upon what each other may do, thus compelling all other naval Powers to follow their ruinous

vise; she will choose her own path. Cer-tain it is, however, she could play no no-bler part nor one that would redound in lustrious as that history is, for hence-forth it is the triumphs of peace through conciliation, not those of brutal war through the slaughter of our fellowmen, that are to make nations venerated in

after ages, "I write as one who loves his native

Built Hague Peace Palace. In 1907 he dropped his prepared ad-ress as President of the National Peace wire for the Pennsylvania Raliroad, just completed. W. A Scott, the road's superintendent, had observed his operating. At this time Carnegie was getting \$25 a month and he considered it a competence because it made his family at home independent. "They could live on \$300 a year," he says.

contrasted

offered to pay personally the price the own cause. When a man refuses to United States had paid Spain for the l'hilippines, provided the President would commission him to go to Manila and with peace. Righteousness and peace, I proclaim that the Filippinos were free tell you, cannot be divorced. It is the that his father had pooled his books with the books of other master weavers and that from this collection had grown the collection had grown the first library of the town.

There in the little Fifeshire city Andrew was born November 25, 1837. eousness which exalteth a nation."
"Had I a dispute with another man, I

be 'Well, you may be right, but I want rights we will abide by." It was Mr. Carnegie's \$1,500,000 that tullt the great empty peace palace at The Hague. He even offered to pay \$560,000 to Germany for her claim against Venezuela rather than risk war between the two and the possible drag-ging in of the United States. He gave half of the cost of the magnificent \$1,500,000 Pan-American Union Build-

an intriguing figure.

Following the Keystone Bridge Works came the Union Iron Mills and then Carnegie saw his first Bessemer converter. He had his quarter million from the sale of Pennsylvania bonds abroad and he threw it all into stell. He organized Carnegie, McCandless & Co., which began to loom as a big factor in the growing industry.

Gentus at Organization.

Company's profits were \$20,000 went to Carnegie the first carnegie and the first carnegie of that \$25,000,000 went to Carnegie in italization of the first.

Then came the Frick-Carnegie quarterly which estranged not only Frick but in Phipps. It was never wholly made up to company's success and demanded that he sell his interests at half what they were worth. He called Carnegie a thief and

not a practical steel maker. This is probably true. But he was a genius at probably true. But he was a genius at organization and salesmanship. He was also a genius at advertising in his own way. He never shunned publicity. Rather he courted it, courted it to almost his dying day. He travelled and he talked to reporters as feely as he is talked to reporter as a feely as most his dying day. He travelled and he talked to reporters as fixely as he talked to Prime Ministers. It was a statement of election to the directorate and though was the best substitute for the modernly was the best substitute for the modernly of election to the directorate and though the statement of the substitute for the modernly of the common stock carried and the substitute for the modernly of the common stock carried and the substitute for the substitute for

lent it dignity and standing; Phipps took in the pennies at the gate and kept the sayroll down; Tom Carnegie kept every-body in good humor; Andy looked after the advertising and drove the band-So it was. Carnegie had faith in steel.

Partners came and went, but Carnegie stayed. It was the day of the great ex-pansion of steel. Not only was iron replacing wood and lath and plaster in stayed. It was the day of the great expansion of steel. Not only was iron replacing wood and lath and plaster in construction, but steel was making new fields for itself. The "T" rail had replaced strap iron on the railroads and rivalling the pennsylvania from Pitts-steel became not only the metier for the

Carnegie spirit to undreamed of feats of production. The captain of the Lucy furnace produced a hundred tons a day in 1877 and men said it was an impossible myth. But before the eyes of captains of furnaces Carnegie dangled always the glory and the profit of partnership. To the men who produced results went research of competition in prices and the work and relief organizations.

In 1912 all future gifts were placed in the hands of the Carnegie

000 for Carnegie Hall and Music Hall in Fifty-seventh street, liberal contributions to the New York and Pittsburg orchestras and endless pensions and gifts to personal friends and old associates. It is not known how much Mr. Carnegie gave for church organs before he turned this work over to the corporation.

> was capitalised at Andrew Carnegie's name His original quarter million had in creased eleven fold. Up to 1888 the company had paid dividends varying from 26 to 69 per cent, and Carnegie's company had paid dividends varying from 26 to 69 per cent. and Carnegie's original investment had increased sixty times over. In those days a million dollars was still a gigantic figure.
>
> The men associated with him in those days were the pioneers of the steel industry, most of them, like Carnegie, having risen from shrislesva lohe.

In 1892 the capital of the firm was increased to \$25,000,000. It had become a national figure. Its business was the cause of bitter battles among the rall-roads entering Pittsburg. So Frick threw them all out and built the Union Railroad. But the business was fast outgrowing the Pittsburg district. It reached out to the fertile Measha ore fields. Frick engineered their acquisition. They were owned by a man named. tion. They were owned by a man named Henry W. Oliver, and Oliver lacked the mency to develop them. Oliver gave the Carnegie interests five-sixths of his stock

and the Carnegie people loaned him a half million to develop them. But between Lake Superior and the mills stretched miles of take and land. Carnegie himself bought the Bessemer and Lake Erie Rallroad, and in 1899 he bought the first of his own fleet of ore vessels, the fleet of towering ships that now form the greatest single item of great lakes transport. This was the chain, the first and biggest example of modern efficient organization, that made

In seiling Carnegie killed competition.
In manufacturing he stimulated it. That
was the secret of his great success.
Without, the merciless cutting of prices
and a rail pool of brutal strength gave him a clear field. Within, every sub-boss and workman was pitted against every other in his class. Success led to

chief as he cried daily for the besting of yesterday's record, each man felt that his reward was there when he hearth doors. Men dropped from exhaus-tion in the feroclous race. But the win-ners won reward. And after the great change Carnegie turned to the consolachange Carnegie turned to the consola-tion of the losers with a generosity as free as had been the competition which caused their loss. Even before the great hange, however, there are many stories to show that beneath his stole

Frick and Carnegie Break.

other buildings for the International Bureau of American Republics at Cartago.

But these were the manifestations of the later Carnegie. The earlier Carnegie, the "Andy" of the big steel days, the ironmaster at his fighting prime, is an intriguing figure.

Service and Carnegie Break.

Out of this blazing cauldor in more senses than one came the fire tried men who have formed the steel kings of to-day—Charles Schwab, William E. Corey. George Lauder. Dinkey, Lovejoy and Leishman. Among them worked Berg and Boenthrager, whose processes inan intriguing figure.

Following the Keystone Bridge Works company's profits were \$90,000,000, and came the Union Iron Mills and then Carof that \$25,000,000 went to Carnegie

> He called Carnegie a thief and | knowledge. Carnegie replied in kind.

Finally there came a conference at Atwas the best substitute for the moderniy organized systems of publicity that reaches both Prime Ministers and reporters automatically.

Dill got a ree or Somewhat Phipps, too, fell out with the ironmaster.

But Carnegie had tasted blood. In

porters automatically.

An early friend describes Carnegie's place in this first firm as follows:

"Shinn bossed the show; McCandless drive every competitor out of the ness and make himself the dictar drive every competitor out of the busi-ness and make himself the dictator in steel. He refused to return a two million dollar option when it was forfeited by violation of its technical terms. He mercilessly undercut every other firm in of the seventy-four institutions of higher steel. He plunged into every phase of learning in this country and Canada the business from the transportation of which share its benefits. the raw material to the sale of the finished product in the market.

Where he couldn't buy the plants of in individual gifts for specific

burg to the sea. He declared war on Rhodes scholarships for the Rockefeller Interests, building his from all the world at Oxford own seagoing ore carriers. When a bridge. And in 1912 he turned small rival withdrew its trade from him all of this work to the Carrier.

argued for corporate control. Men from the ranks as they were, they seemed is sense instinctively the danger of an en-pire founded on a man, albeit a man

Schwab took the intintive in the bas gaining, and in 1901 interests headed by J. P. Morgan & Co. came to Mr. Car negie with his price. It was \$204,000, 000 in gold 5 per cent, bonds, 598,277,186 in preferred stock and \$50.274,046 in common. Carnegle took it to his tent and the billion dollar United States Steel Corporation was formed.

Over night Andrew Carnegie turnet Over night Andrew Carnegie turnet from the emperor militant to the fairy godfather. His first act upon retirement was to set aside a \$4,000,000 pension fund for the Steel Corporation's employees. Thus began the great era of philanthropy, the years through which he strove to live up to his then announced dictum that the "man who dies rich dies disgraced."

Whether he has been successful in these later years as he was in the earlier ones remains to be seen. The best satimate of the amount he has given away places it at about \$400,000,000. But his ncome when he retired was \$40 a minute. He consistently followed the pris-ciple which he enunciated early in this phase of his career that the very rich man is but a trustee for the poor, re-trusted for a season with a great part of the increased wealth of the community, but administering it for the beneft of the community far better than it could or would have done it for itself could or would have done it for itself. He did not seek to make more mone, But he did not invest foolishly. He once said that in the panic of 1907 he could have made another \$50,000,000, out did not do so because it would be but fifty more worries for himself.

Before the Industrial Relations Com mission in Washington in 1915 Mr. Ca negic gave this review of his philanness was to give \$5,000,000 to the workmen of the Carnesie Steel Com-pany as a parting gift, \$4,000,000 for maintain the libraries and halls I had

lars was still a gigantic figure.

The men associated with him in those days were the pioneers of the steel industry, most of them, like Carnegie, having risen from shirisleeve jobs. Henry Phipps remained steadily with his chief. And in 1889 Henry C. Frick came in to stay until the great Frick-Carnegie war of ten years later.

In that year Carnegie acquired the Homestead Works with which his name will always be associated. Under his management it paid for its acquisition in two years. The Duquesne plant, acquired a year later, paid its cost in a single twelvemonth.

In 1892 the capital of the firm was increased to \$25,000,000. It had become

pensioners being 63.33 years and the average term of the service 28.76 years. Under the rules of the fund not less than \$12 nor more than \$100 a month is paid

"The Hero Fund which I was privi-Inc. Hero Fund which I was privileged to found has always interested me most deeply, perhaps because the idea came to me through personal experience.

Mr. Taylor, who had formerly been superintendent of the coal mine near Pittsburg heard that an accident ha' occurred and immediately drove to the mine and called for reclusive to the coal many called for reclusive to the came of the coal many called for reclusive to the came of the coal many called for reclusive terms to the came of mine and called for volunteers to descend with him to the rescue of thor number promptly responded and many were saved, but Mr. Taylor, the volunteer it true that ore which lay in the Minne-sota hills on Monday was steel rails in Pittaburg on Saturday night.

In selling Carnegie killed competition.

In selling Carnegie killed competition.

That

"I could not rest until I had founded hero funds in various countries with a total capital of \$11.790,000. The report of the annual meeting held at Pittsburg on January 20 shows awards given to forty heroes or their wives and families, with a total of 1,027

promotion, pay, partnership. Failure meant dismissal from the highest to the lowest. Even for the partners there was a sort of human scrap heap. They were shunted into politics when they couldn't make and sell steel.

But flercely as the men were driven, bitter as was the competition among them, implacable as was the face of their nominal, averaging \$25 a year, which is one-fifth to one-tenth what is usually charged. The cheapest we know of else-

where charges \$150. "I do not know of any service to widows which brings such relief. It relieves the widow of doubt about the security of the fund upon which she is able to live in comfort. Of course the deposits and security are regular! examined by a representative of the State Department of Banking. Six per cent is a higher rate than banks would pay, but I feel quite justified in being

"I confess to being greatly surprised learn within the last few days that I have no less than 481 pensioners upon my list receiving a total of \$114.

945.56 a year." Endowed Scientific Research.

The Carnegie Institute in Washington probably vies with his foundations for the pension of college professors in im-portance and interest among his educational gifts, barring always the scatte ing of libraries over the face of the English speaking globe. The Washing-ton institute is designed to do for stens in America what Governments do abroad. It takes the examplar of any science who shows himself worthy and com- provides him the facilities for original tion to the sum total of man's original

> It has departments like these of ec-His pension fund for college teachers

originally designed as a measure pur-for the relief of those whose devoti to pedagogy brought them to pen old age, has developed into a pe controlling factor in the trend modern higher education. requirements for eligibility to the per-sion fund it has exe-clsed a transmoots influence on the curriculs and methods

In addition to these great foundations be has bestowed more than \$10,000,000 Rhodes scholarships for the st from all the world at Oxford and

the sites, the books and the